



Work Program 2021-2023

This document was prepared by the Secretariat of the Anti-Corruption Initiative for Asia-Pacific provided (ACI) composed of the Asian Development Bank (ADB) and the Organisation for Economic Co-operation and Development (OECD), and sets the overall framework for the ACI's activities in 2021-2023. For more information, please contact Cholpon Mambetova (cmambetova@adb.org), Leah Ambler (leah.ambler@oecd.org), or Jeroen Michels (jeroen.michels@oecd.org).

INTRODUCTION

The [Anti-Corruption Initiative for Asia-Pacific](#) (ACI), established in 1999, is a regional forum that brings together 33 member countries and economies¹ in the Asia-Pacific region, which have committed to act against corruption. They jointly developed the [Anti-Corruption Action Plan for Asia and the Pacific](#) in 2001 and work together towards its implementation. In 2009, the Initiative adopted [Strategic Principles and Operational Activities \(Strategic Principles\)](#) that guide the ACI's future activities and strategic direction, and made UNCAC implementation a priority.

The ACI supports the member governments' efforts through (i) policy dialogue and sharing anti-corruption best practices at regional meetings and conferences, (ii) policy analysis, including thematic reviews and stocktaking, and (iii) corruption prevention and law enforcement capacity development activities. The ACI has adopted three workstreams: the Public Integrity Network (PIN), the Law Enforcement Network (LEN), as well as a workstream on Business Integrity (BI).

The ACI's successive work programmes aim to operationalise its Strategic Principles. The Work Programme for 2018 - 2020 was adopted by the ACI members at the 22nd Steering Group Meeting in November 2017.

At the 23rd Steering Group meeting held in December 2019, the ACI members agreed on the development of a new Work Programme to outline the framework of activities for 2021-2023.

On this basis, the Secretariat presented a framework of proposed activities to the ACI members at the 24th Steering Group Meeting held on 17 Decemer 2020. The draft proposal has been further updated following the findings and recommendations from the Stocktaking Report on Regional Anticorruption Networks in Asia-Pacific (Regional Networks Report)² and the Report on Anticorruption Reforms and Capacity Development Needs for ACI (Capacity Needs Report)³ commissioned by the Secretariat. The reports are attached to the the Work Program for 2021 – 2023

The Work Programme for 2021-2023⁴ is proposed as follows:

- Governance of the ACI;
- Capacity development activities under PIN, LEN and BI;
- Financing of the ACI.

¹ Afghanistan; Australia; Azerbaijan; Bangladesh; Bhutan; Cambodia; People's Republic of China; Cook Islands; Fiji; Georgia, Hong Kong, China; India; Indonesia; Japan; Kazakhstan; Kyrgyz Republic; Macao, China; Malaysia; Mongolia; Nepal; Pakistan; Palau; Papua New Guinea; Philippines; Republic of Korea; Samoa; Singapore; Solomon Islands; Sri Lanka; Thailand; Timor-Leste; Vanuatu; and Viet- Nam.

² The Regional Networks Report was drafted in December 2020 as a stocktaking exercise to collect and inform the Secretariat and ACI member countries and economies on the available anticorruption networks and programs in Asia-Pacific. The findings of the report were based on the desk-top research and interviews with development partners.

³ The Capacity Needs Report was drafted in December 2020 based on the survey results and interviews with 12 ACI member countries and economies which responded to the questionnaire sent to all ACI member countries and economies.

⁴ The new Work Programme takes into consideration the current COVID-19 pandemic circumstances and limitations.



Anti-Corruption Initiative for Asia-Pacific WORK PROGRAM 2021-2023



An indicative calendar of planned activities can be found in [Annex 1](#) to the present document. This calendar is based on the general objectives set out in this proposal and is intended to be a live document, to be regularly updated with additional activities planned depending on the evolution of the global sanitary situation related to COVID-19, the specific needs and priorities of the ACI members, as well as the available funding. ACI members are invited to propose anticorruption capacity development activities and events that they have planned and which could potentially open to participation (physical/virtual) by the ACI membership. The proposed activities should meet the ACI Strategic Principles and meet the objectives and focus of the Work Program (2021-2023).

WORK PROGRAMME

1. Governance of the Anti-Corruption Initiative

The Steering Group

The Steering Group, composed of the 33 member countries and economies, governs the ACI. As agreed at the 23rd Steering Group Meeting, former members of the Advisory Group⁵, which has been merged with the Steering Group, are now invited to participate in Steering Group meetings as “partners”, with an advisory role, with ACI governments retaining member status and the exclusive competence to make decisions.

The Steering Group will continue its work through 2021-2023 and will meet at least once a year. Other ACI activities, such as meetings of the PIN, LEN and BI can take place back-to-back or separately. One-member country or economy may initiate and will host/chair the regional meeting and events.⁶ The Secretariat may also initiate and facilitate regional meetings and events upon consultation with member countries and economies, will co-chair and prepare the summary records.

The main objective of the Steering Group meetings remains to review progress in implementing the ACI's Work Programme and to agree on the work plans for the future. It also advises the Secretariat on possible additional measures to improve the impact of the ACI on the member countries and economies and discuss emerging issues that are not included in the Work Programme.

Expansion of the Anti-Corruption Initiative to new countries and economies

To increase the outreach and role of the ACI in the region, the Steering Group may facilitate new countries and economies joining the ACI and invite other countries and economies to attend the ACI meetings and events as observers. The Secretariat will proactively reach out to countries in Asia-Pacific region including countries that participated in the ACI events as observers and discuss their possible membership in the ACI to expand the best practices exchange and sharing of anticorruption knowledge. The ACI may also invite development partners, regional networks, organisations, civil society, business, media, academia, or other representatives to attend the ACI meetings and events, and establish partnerships and collaboration with the ACI.

Collaboration with the Anticorruption Regional Networks and Programs

The Regional Networks Report identified 35 anticorruption networks, programs, and actively operating initiatives in Asia-Pacific with the focus on public integrity, law enforcement and business integrity. These networks have different mandates, memberships, size, capacity development instruments, type, and level of engagement. It was found that these networks do

⁵ The former members of the Advisory Group were: the Swedish International Development Cooperation Agency (SIDA), Japan's Ministry of Foreign Affairs, Governance Network of the OECD Development Assistance Committee (DAC GOVNET), American Bar Association/Rule of Law Initiative (ABA-ROLI), Asia-Pacific Group on Money Laundering (APG), German Development Co-operation (GTZ), Transparency International (TI), United Nations Development Programme (UNDP), United Nations Office on Drugs and Crime (UNODC), and World Bank.

⁶ At the time of the adoption of the current Workplan, all meetings and events are to take place virtually in view of the current Covid-19 pandemic restrictions.

not overlap or duplicate their anticorruption activities with the ACI, however it is recommended for ACI to extend international and regional cooperation, and initiate new partnerships with the regional networks to promote coordination, synchronize capacity development activities, exchange of best practices in anticorruption regional cooperation for the benefits of the ACI member countries and economies.

The ACI Secretariat and the member countries and economies are encouraged to promote and facilitate the cooperation and exchange of best practices and expertise between the ACI and other anticorruption regional networks.

Revision of the Strategic Principles of the Anti-Corruption Initiative

At the 23rd Steering Group Meeting, the members proposed to launch a revision of the ACI's Strategic Principles, given that this document, adopted in 2009, no longer fully corresponds to the reality of the ACI functioning, activities, and priority goals. Due to the exceptional circumstances that occurred in 2020, the consultation with member countries and economies on the revision of this document has not taken place. The Steering Group will assess whether such a revision is still appropriate and will consider revising this document during the Work Program 2021-2023 mandate upon prior consultation with member countries and economies.

Communication

To facilitate the proper coordination of the ACI, the Secretariat will maintain a contact list of focal points in the members countries and economies and partner organisations. The Secretariat will ask all members to re-confirm their focal points following the adoption of the Work Programme for 2021-2023.

To ensure effective communication about the ACI's work vis-à-vis external parties, the Secretariat will continue to maintain the ACI's webpage on the [OECD](#) and [ADB Knowledge Events](#) platforms . The webpage will replace the ACI's annual newsletters and will continue to serve as a platform to regularly share capacity development activities and knowledge products developed within ACI. Member countries and economies, and partners are encouraged to promote ACI's work and its share knowledge events and products within and outside their countries and economies.

It is proposed that the ACI webpage should be upgraded to become a regional anticorruption knowledge platform to promote a constant dialogue, capacity development, knowledge and experience sharing among the ACI members.

Secretariat

The Secretariat provides organisational and logistical support to the ACI, including liaising with host country and economy representatives and focal points on the preparation of regional meetings, conferences, Steering Group meetings, webinars, workshops, trainings, surveys, and publications. The Secretariat also engages relevant expertise to conduct analytical research to support the ACI's capacity development activities such as the proposals set out in the Work Programme and thematic reports.

The Secretariat is currently composed of ADB and OECD and works in consultation with the ACI member countries and economies and partners. The Office of Anticorruption and Integrity

represents ADB, and the Anti-Corruption Division and the Public Sector Integrity Division represent OECD in the Secretariat.

Planned activities and outputs:

- At least three annual meetings of the Steering Group in 2021, 2022 and 2023, exact dates and modalities (i.e. physical or virtual meetings) to be determined;
- Regional meetings and PIN, LEN, BI capacity development events;
- At least one Regional Conference;
- Possible expansion of the ACI to other countries and economies;
- Possible revision of the ACI's Strategic Principles, subject to prior consultation with member countries and economies;
- Regional Networks Report and action plan;
- Capacity Needs Report and action plan;
- Establishment of partnership with other regional anticorruption networks and initiatives;
- Regular outreach to the ACI members for content on best practices and case studies to share at the capacity development events and add to the ACI website;
- Up-to-date contact list of focal points of the ACI members and partners; and
- Up-to-date communication and outreach through the ACI website and other communication channels.

Given the uncertainty with the COVID-19 Pandemic recovery circumstances, including travel, venue arrangements and accommodation restrictions in Asia-Pacific, the Secretariat will make efforts to conduct face-to-face meetings and capacity development events where and when possible. For the ACI members which will be unable to travel and join the face-to-face events the Secretariat will arrange an online participation where appropriate and feasible.

2. The Anti-Corruption Initiative planned activities

During 2021-2023, the ACI will continue to develop PIN, LEN, as well as BI. In addition, the ACI aims to be involved in various regional and multilateral initiatives to further support member countries and economies in their efforts to fight corruption.

The Capacity Development Needs Report identified a number of capacity development activities to promote public integrity, strengthen law enforcement and improve business integrity for the ACI member countries and economies. There were ACI member countries and economies identified that are willing to share their best practices in a number of specific areas relevant to public and business integrity and law enforcement. The Capacity Development Needs Report also highlighted specific capacity development needs and instruments for exchange of expertise that ACI member countries and economies require to promote integrity and anticorruption.

The ACI Secretariat will develop an action plan to address the findings of the Capacity Development Needs Report, and member countries and economies are encouraged to utilize the findings and recommendations included in the Capacity Development Needs Report and implement the action plan.

A particular focus in the action plan will be placed on addressing corruption risks and responses in the COVID-19 crisis and post-crisis recovery. The overall objective is to strengthen the relevance and impact of the ACI, by responding to members' critical needs resulting from the current health and economic crisis.

The activities presented below for each workstream are subject to development according to members' inputs on their anti-corruption efforts as well as their views on the main corruption risks, best practices and priority areas for future capacity development and other work, as documented in the Report on stocktaking of the regional anticorruption networks and initiatives and the Report on capacity development needs of the Initiative's members commissioned by the ACI Secretariat and circulated separately.

PUBLIC INTEGRITY NETWORK

The Public Integrity Network (PIN) of the ACI brings together public sector institutions in the Asia-Pacific region to address common challenges in corruption prevention and to promote public integrity. Applying a whole-of-government approach, the PIN convenes all government institutions involved in promoting integrity and accountability in Asia-Pacific, including anti-corruption agencies and commissions, civil service institutions, procurement agencies, ministries of finance, audit institutions, and institutions responsible for public administration reform, transparency, risk management and implementation of SDGs.

During 2021-2023, the PIN will support governments in Asia-Pacific in addressing, among other topics, integrity, and corruption risks in the COVID-19 response and in emergency situations more broadly. The ACI Secretariat is developing a project proposal to compile and share good practices for prevention of corruption in emergency procurement, promoting accountability, control, oversight and management of economic stimulus packages and recovery funds.

Specific activities and outputs will be included following the findings and recommendations from the Regional Networks and Capacity Needs Reports stocktaking and capacity development needs reports. Moreover, synergies and options for PIN participation will be explored with the annual OECD Global Anti-Corruption & Integrity Forum. Similarly, PIN participation will be pursued in relevant webinars or physical events, such as the launch of the OECD Integrity Review of Thailand – Phase 2.

Planned activities and outputs for 2021-2023 include but not limited to and proposed in the Summary of Indicative Activities and Outputs:

- Annual PIN meeting
- Webinars and trainings to promote public integrity
- Thematic studies and reports

LAW ENFORCEMENT NETWORK

The ACI's Law-Enforcement Network (LEN) provides a framework for investigators, prosecutors, and other law-enforcement practitioners to exchange experiences on corruption offences, to learn from each other about advanced investigation and prosecution methods, to establish professional contacts, to contribute to international commitment of denying safe havens for corrupt officials and proceeds of corruption, and to boost cooperation among the law enforcement communities in the region.

The main activities of the LEN will involve meetings of law-enforcement practitioners from Anti-Corruption Agencies and other bodies with the mandate to investigate and prosecute corruption offences, and thematic studies on selected issues of criminalisation of corruption and law-enforcement. Asia-Pacific LEN will aim at holding at least one meeting per year during the 2021-2023 mandate, depending on available resources. Thematic studies will also be prepared by the Secretariat on selected issues on criminalisation of corruption and enforcement to equip LEN members with analytical reference documents.

In addition, LEN participants will be invited to participate in the meetings of the Global Network of Law-Enforcement Practitioners against corruption (GLEN) that is supported by the OECD and to other relevant activities conducted by the OECD under specific projects. LEN participants are also encouraged to participate in other law-enforcement networks, including the Global Operational Network of Anti-Corruption Law Enforcement Authorities proposed by the Riyadh Initiative, the APEC ACT-NET and Interpol. The ACI Secretariat will work to ensure synergy between the LEN activities and those proposed by other law enforcement networks, including joint events.

Under the 2021-2023 mandate, the LEN will adapt to the current international context triggered by the spread of Covid-19. The pandemic is bringing unprecedented challenges, human suffering, uncertainty, and major economic disruption on a global scale, which in turn can create environments that are ripe for corruption. Bribery and corruption have the potential to undermine the global response to tackle the crisis. For these reasons, the LEN has to be adapted to the actual problems the world and the region in particular are facing.

In this regard, the OECD has already launched a regional survey on (a) the impact of COVID-19 on law enforcement resources and organisation to tackle corruption; and (b) law enforcement responses to COVID-19 corruption risks (including specific cases) that will serve as a basis for activities to be conducted in the next mandate under the LEN workstream. This workstream will also benefit from a global project conducted by the OECD and funded by the US.

The ACI Secretariat is also developing a project proposal to compile and share good practices for detecting and investigating fraud and corruption in a COVID-19 context and emergencies.

Planned activities and outputs for 2021-2023 include but not limited to and proposed in the Summary of Indicative Activities and Outputs:

- Annual LEN meeting (preferably, physical)
- Webinars to build capacity in corruption investigations and prosecutions in crisis contexts
- Thematic studies
- Participation in GLEN meetings

BUSINESS INTEGRITY

The ACI approved the establishment of a permanent workstream on business integrity at the 23rd Steering Group meeting in December 2019. This followed the successful organisation of the first business integrity meeting of the Initiative on 3 December 2019, as part of its 10th

Regional Conference (Hanoi, Viet Nam, 3-6 December 2019), which benefited from an active engagement of and positive feedback from participants.

The ACI aims to use its convening power to serve as a business integrity hub for stakeholders and initiatives in the region, facilitating public-private sector dialogue, experience sharing and the building of coalitions and collective actions through regional meetings and thematic studies, with a view to creating clean and favourable environment for business.

In addition, participants of the region will be invited to join the OECD Global Anti-Corruption & Integrity Forum (GACIF), one of the leading public fora on integrity and anti-corruption worldwide, which is organised annually in March by the OECD. Specific events on business integrity in Asia Pacific could also be organised on this occasion, as well as inter-regional events. Participants are also encouraged to participate in other business integrity initiatives organised by member countries and economies, and partner organisations.

The first activities under this workstream during the 2021-2023 mandate will focus on corruption and compliance risks and challenges arising during the COVID-19 crisis. Further activities will be defined depending on the findings of the regional anticorruption networks and initiatives and the report on capacity development needs of the Initiative's members. Some of these activities are already funded.⁷ Further activities will depend on additional funding.

Planned activities and outputs for 2021-2023 include but not limited to and proposed in the Summary of Indicative Activities and Outputs:

- Launch of the South East Asia Business Integrity Outlook building on results of the Business Integrity survey of Southeast Asian companies
- Participation in the 2021 GACIF (March 2021), including participation in the inter-regional Roundtable on Anti-Corruption and Business Integrity and a specific Asia-Pacific side event.
- Annual business integrity regional meeting
- Thematic studies on business activities with the analysis of regional trends, examples of good practice and policy recommendations,

ADDITIONAL ACTIVITIES

In addition to regional and sub-regional activities including the Steering Group Meeting, PIN, LEN and BI workstreams, the ACI may also implement technical assistance projects for individual countries or economies, or groups of countries or economies, based on requests from the members and if additional funding is available.

The ACI will continue sharing anti-corruption capacity development and learning events organized by other anticorruption regional networks and programs with the ACI members, observers, and partners.

⁷ Under the OECD's and UNDP's respective UK-funded project on promoting business integrity in Southeast Asia.

3. Financing of the Anti-Corruption Initiative

The funding for the ACI is provided by ADB, OECD, voluntary contributions by development partners, and in-kind contributions by members. Many of the activities proposed above can be implemented only if sufficient funding is available.

In order to ensure the sustainability of the ACI, the Secretariat will continue to work with development partners and organisations to ensure continuity of funding for the Work Programme 2021-2023 and will seek funding for multiple years that meets the ACI objectives.

In addition, ACI member countries and economies should also make efforts to support the implementation of the Work Programme 2021 - 2023. They can notably help the Secretariat to raise funds with international and donor organisations, and explore the possibility of providing voluntary and in-kind contributions and other grants. Moreover, they are encouraged to host or organise capacity development activities, or invite ACI members to participate in existing domestic activities in trainings or reserve a number of slots for ACI participation.

SUMMARY OF INDICATIVE ACTIVITIES AND OUTPUTS

The activities⁸ and outputs presented below for each workstream are indicative and subject to development and update depending on the action plans to be developed in 2021 to address the findings and recommendations included in the Regional Networks and Capacity Development Needs Reports. A pipeline of measurable outputs, mapped to the recommendations contained in the Reports, will form the basis of underpinning this Work Program.

	Outputs for 2021	Outputs for 2022	Outputs for 2023
Steering Group (SG)	<ul style="list-style-type: none"> • Report on the Stocktaking of Regional Anticorruption Networks and action plan • Report on the Capacity Development Needs and action plan • Annual SG Meeting 	<ul style="list-style-type: none"> • Annual SG Meeting 	<ul style="list-style-type: none"> • Annual SG Meeting • Work Program 2021-2023 Implementation Report
	Revision of the Strategic Principles of the ACI, subject to prior consultation with Member countries and economies		
PIN	<ul style="list-style-type: none"> • Capacity Development Program by ICAC, Hong Kong, China • Annual OECD Global Anti-Corruption & Integrity Forum; • Selected regional studies and capacity building activities on corruption prevention issues, for example in the framework of country and economy projects or global studies. • Regional webinars by the ACI, ADB, OECD, 	<ul style="list-style-type: none"> • Annual OECD Global Anti-Corruption & Integrity Forum; • Selected regional studies and capacity building activities on corruption prevention issues, for example in the framework of country and economy projects or global studies. • Regional webinars by the ACI, ADB, OECD, and other regional networks 	<ul style="list-style-type: none"> • Annual OECD Global Anti-Corruption & Integrity Forum; • Selected regional studies and capacity building activities on corruption prevention issues, for example in the framework of country and economy projects or global studies. • Regional webinars by the ACI, ADB, OECD, and other regional networks • Annual PIN Meeting

⁸ All proposed activities in face-to-face mode are subject to entry/travel/venue/accommodation restrictions relating to COVID-19 Pandemic. If no face-to-face events are allowed, the Secretariat will arrange events in online format.

	Outputs for 2021	Outputs for 2022	Outputs for 2023
	<ul style="list-style-type: none"> and other regional networks • Annual PIN Meeting 	<ul style="list-style-type: none"> • Annual PIN Meeting 	
LEN	<ul style="list-style-type: none"> • GLEN meeting (Dec. 2021 tbc) • Regional webinars by the ACI, ADB, OECD, and other regional networks • Annual LEN Meeting 	<ul style="list-style-type: none"> • Annual LEN meeting • One possible thematic study • GLEN meeting • Regional webinars by the ACI, ADB, OECD, and other regional networks 	<ul style="list-style-type: none"> • Annual LEN meeting • One possible thematic study • GLEN meeting • Regional webinars by the ACI, ADB, OECD, and other regional networks
BI	<ul style="list-style-type: none"> • Annual BI Meeting • Launch of the South East Asia Business Integrity Outlook building on results of the Business Integrity survey of Southeast Asian companies • 2021 OECD GACIF meeting (March 2021) • Regional webinars by the ACI, ADB, OECD, and other regional networks 	<ul style="list-style-type: none"> • Annual BI Meeting • Thematic study • Annual OECD GACIF meeting • Regional webinars by the ACI, ADB, OECD, and other regional networks 	<ul style="list-style-type: none"> • Annual BI Meeting • Thematic study • Annual OECD GACIF meeting • Regional webinars by the ACI, ADB, OECD, and other regional networks